Canadian Corporate Management Company Limited

Annual Report 1972

Officers

Hon. Walter L. Gordon	— Chairman
L. C. Bonnycastle	— Vice-Chairman
V. N. Stock	— President
B. H. Rieger	— Vice-President
J. Boyd Clarke	— Vice-President
J. P. Parker	— Vice-President
L. W. Larkin	— Vice-President
J. A. McKee	— Secretary-Treasurer
C. R. Hollaman	— Controller

Board of Directors

L. C. Bonnycastle	— Toronto
J. Boyd Clarke	— Toronto
R. Winfield Ellis	— Chicago
Hon. Walter L. Gordon	— Toronto
A. G. S. Griffin	— Toronto
Hon. Maurice Lamontagne	— Ottawa
L. W. Larkin	— Toronto
A. J. MacIntosh, Q.C.	— Toronto
J. P. Parker	— Toronto
B. H. Rieger	— Toronto
Godfrey S. Rockefeller	— New York
V. N. Stock	— Toronto

Head Office

2080 Commerce Court West,
P.O. Box 131,
Commerce Court Postal Station,
Toronto, Canada.
M5L 1E6

Transfer Agents

National Trust Company, Limited
Toronto and Montreal

Bankers Trust Company
New York

DIRECTORS' REPORT TO THE SHAREHOLDERS:

We had a very good year in 1972. A comparison of the results with those of the previous two years is shown in the following summary:

	1972	1971	1970
Sales	$131,110,000	$115,119,000	$101,871,000
Income before extraordinary items	4,329,896	3,053,587	2,328,762
Income per share before extraordinary items	$1.96	$1.43	$1.09
Working capital	21,192,976	22,544,940	20,355,985

Total sales in 1972 increased by 14%. Net income per share increased from $1.43 per share to $1.96 per share, an increase of 37%. This is on top of a substantial increase from 1970 to 1971. The total increase per share over the two-year period was 80%.

In the past ten years, income per common share before extraordinary items (taking into account the four for one split in 1970) increased from 19 cents per share in 1962 to $1.96 per share in 1972. In other words, our profits per share increased ten times during the ten-year period.

In accordance with past practice, the premium paid for certain investments over and above their book value, amounting to $1,509,019, has been deducted from consolidated surplus.

As set out in the statement on page 7, our subsidiaries in the merchandising and light manufacturing categories have continued to contribute the bulk of our earnings. As in the past, Larkin Lumber and Canadian Chromalox were the most substantial contributors in their respective groups.

During 1972, Larkin Lumber opened five new outlets, added to its warehousing facilities and modernized several of its existing retail outlets. Further plans for expansion in 1973 have been approved.

Canadian Chromalox had an excellent year in 1972. In April, a joint venture agreement was made with Geo. Bray & Company Limited of Leeds, England. The assets of the Bray Company's electric heating division have been transferred to a new company, Bray Chromalox Limited, in which Canadian Chromalox has a 50% interest. The right to the name "Chromalox" which is registered in some fourteen Western countries and three others in Eastern Europe has been transferred to the new company. Canadian Chromalox is looking forward to penetrating the European Common Market through Bray Chromalox.

A 40,000 sq. ft. expansion of the Chromalox plant will be made this year.

Richardson, Bond & Wright had a very successful year. The new plant, which was completed in late 1971, has proven efficient. The new web and sheet-fed presses have broadened the company's capabilities in the printing and publication fields and plans have been approved for the further addition of even faster and more efficient presses.

In spite of the six weeks' loss of production due to the strike at the beginning of the year, Dominion Forge showed a small profit. Since a labour agreement was reached, industrial relations

have greatly improved through co-operative management/union action. This combined effort to keep competitive along with the marketing department's success during 1972 in obtaining new customers should result in improved earnings for this company in 1973.

Northern Pigment enjoyed an excellent year with production running at near capacity. Sales of pigment grade material were at record levels and, once again, the company showed further gains in the export market.

The results of our company's other subsidiaries were also satisfactory.

Early in 1972, it was decided to investigate a number of new fields for investment. We continue to be impressed with opportunities in the "leisure industries" and have expanded our interest in the sporting goods industry through Jelinek Sports Limited. During the year, Jelinek Sports acquired Canadian Skate Industries, manufacturers of figure and hockey skates, and Frank Mariano & Company Inc. of Montreal, distributors of a complete line of ski equipment.

Arosa Properties Limited was formed in March 1972 as a vehicle to enter the land development field. We hold a 51% interest in this company, the other 49% being held by the management group who have had a long and successful experience in this field. A number of properties have been acquired and, while Arosa has not yet entered the building field itself, we hope it will find opportunities for doing so in the future. The Peterborough Lumber Company, a subsidiary of Larkin Lumber, has been engaged in house building for some time as well as the development of cottage sites and the building of cottages.

We are also considering entering the leasing field through an expansion of Triad Acceptance Company but have no definite plans to report as yet.

In addition to Canadian Skate Industries, Frank Mariano & Company, Arosa Properties, and Triad Acceptance, we acquired a number of companies in 1972: Thermetic Controls Limited which designs, engineers and manufactures electric appliance controls; a minority interest in Braun-oehler Co. Ltd. which designs, engineers and manufactures photographic and cinematographic processing equipment; and Delhi Industries which manufactures air moving equipment and is, therefore, in the same general field as Canadian Chromalox. In February 1973, the Neo Group of Companies was acquired. This is an integrated hard chrome plating, engraving and machining facility in Hamilton, Ontario.

During 1972, we sold Napanee Industries (1962) Limited whose assets were written down to realizable values at the end of last year. We also sold Welmet Industries Limited of Welland, Ontario.

As intimated in a letter to the shareholders dated December 14, 1972, the Directors have declared a dividend payable on April 16, 1973 to shareholders of record on March 30, 1973, of 20 cents per share on the Class A shares and 17 cents per share from tax paid undistributed surplus on the Class B shares. It is expected that dividends at these rates will continue to be paid on a quarterly basis. The previous practice of paying a special dividend at the end of the year will be discontinued.

We are looking forward to another profitable year in 1973. The officers of this company, together with those in charge of the subsidiaries, will continue to look for new acquisitions and for opportunities to expand our present operations. The Canadian economy should continue to develop in 1973 and all our subsidiaries should share in this expansion.

Our prospects depend, of course, on the co-operation and willingness to work together of the more than three thousand men and women who together represent Canadian Corporate Management Company Limited and its subsidiaries. We wish to record our grateful thanks for the contribution that the officers, management, and employees of all our companies have made in the past. We are looking forward to a continuation of this co-operative effort in the future.

Submitted on behalf of the Board of Directors.

Walter L. Gordon, Chairman

V. N. Stock, President.

Toronto, Canada, February 27, 1973.

CANADIAN CORPORATE MANAGEMENT COMPANY LIMITED
(Incorporated under the Canada Corporations Act)

CONSOLIDATED BALANCE SHEET December 31, 1972
(with 1971 figures for comparison)

ASSETS

	1972	1971
Current Assets:		
Cash	$ 850,146	$ 1,005,749
Marketable securities at cost (market value $1,670,000; 1971 — $1,856,000)	1,635,507	1,798,594
Accounts receivable	22,124,574	16,989,826
Inventories (note 2)	24,327,358	21,027,839
Prepaid expenses	343,843	331,383
Total current assets	49,281,428	41,153,391
Land Held for Development less mortgages payable (note 3)	1,917,393	
Fixed Assets, at cost (note 4)	34,847,370	37,218,098
Less accumulated depreciation and amortization	19,354,098	21,106,327
Net fixed assets	15,493,272	16,111,771
Other Assets:		
Mortgages and other investments at the lower of cost or estimated realizable value	3,310,364	1,358,882
Patents and lease at cost less amortization	411,718	486,285
Total other assets	3,722,082	1,845,167
	$70,414,175	$59,110,329

The accompanying notes are an integral part of the financial statements.

AUDITORS' REPORT

To the Shareholders of
CANADIAN CORPORATE MANAGEMENT COMPANY LIMITED:

We have examined the consolidated balance sheet of Canadian Corporate Management Company Limited as at December 31, 1972 and the consolidated statements of income, surplus, and source and use of funds for the year then ended. Our examination included a general review of the accounting procedures and such tests of accounting records and other supporting evidence as we considered necessary in the circumstances, except for certain subsidiary companies whose statements have been examined and reported on by other chartered accountants.

In our opinion, which insofar as it relates to the amounts included for subsidiary companies whose statements have not been examined by us is based solely on the reports of other chartered accountants,

LIABILITIES AND SHAREHOLDERS' EQUITY

	1972	1971
Current Liabilities:		
Bank advances (note 5)	$13,367,803	$ 6,012,780
Accounts payable and accrued charges	11,114,112	10,548,509
Taxes due and accrued	2,791,270	1,349,972
Dividends payable	488,645	474,217
Current portion of long-term liabilities	326,622	222,973
Total current liabilities	28,088,452	18,608,451
Long-term Liabilities (note 6)	4,153,903	4,500,739
Minority Interest in Subsidiary Companies	3,005,541	3,210,971
Shareholders' Equity:		
Capital stock (note 7)		
Authorized —		
4,000,000 Class "A" convertible common shares without par value		
3,000,000 Class "B" convertible common shares without par value		
Issued and fully paid —		
1,025,244 Class "A" shares		
1,189,148 Class "B" shares		
2,214,392 shares (1971 — 2,141,892 shares)	1,263,123	429,373
Surplus	33,903,156	32,360,795
Total shareholders' equity	35,166,279	32,790,168
	$70,414,175	$59,110,329

Approved by the Board:
Walter L. Gordon, Director
V. N. Stock, Director

these financial statements present fairly the financial position of the companies as at December 31, 1972 and the results of their operations and the source and use of their funds for the year then ended, in accordance with generally accepted accounting principles, applied on a basis consistent with that of the preceding year as restated.

Toronto, Canada,
February 28, 1973

DELOITTE, HASKINS & SELLS
Chartered Accountants

CONSOLIDATED STATEMENT OF INCOME

FOR THE YEAR ENDED DECEMBER 31, 1972
(with 1971 figures for comparison)

	1972	1971
Sales	$131,110,000	$115,119,000
Income from operations before providing for the undernoted items	12,257,568	9,003,821
Deduct:		
Depreciation and amortization	2,405,017	2,105,973
Amortization of patents and lease	74,567	74,568
Interest on long-term liabilities	374,001	354,013
	2,853,585	2,534,554
	9,403,983	6,469,267
Add:		
Income from investments	173,032	206,370
Equity in income of 50%-owned companies	128,737	182,654
	301,769	389,024
	9,705,752	6,858,291
Deduct provision for income taxes	4,704,114	3,362,000
	5,001,638	3,496,291
Deduct interest of minority shareholders in income of subsidiary companies	671,742	442,704
Income for the year before extraordinary items	4,329,896	3,053,587
Income per share before extraordinary items	$1.96	$1.43
Add extraordinary items (note 8)	171,713	280,642
Net income for the year	$ 4,501,609	$ 3,334,229
Net income per share	$2.03	$1.56

CONSOLIDATED STATEMENT OF SURPLUS

FOR THE YEAR ENDED DECEMBER 31, 1972
(with 1971 figures for comparison)

	1972	1971
Retained earnings at beginning of the year	$ 31,343,852	$ 29,920,670
Net income for the year	4,501,609	3,334,229
	35,845,461	33,254,899
Deduct:		
Dividends	1,332,477	1,413,649
Tax paid on undistributed income (note 7)	117,752	
Goodwill written off (note 1)	1,509,019	497,398
	2,959,248	1,911,047
Retained earnings at end of the year	32,886,213	31,343,852
Contributed surplus	1,016,943	1,016,943
Surplus at end of the year	$ 33,903,156	$ 32,360,795

The accompanying notes are an integral part of the financial statements.

ALLOCATION OF SALES AND INCOME BEFORE EXTRAORDINARY ITEMS BY CLASS OF BUSINESS

(expressed in thousands of dollars)

	1972			1971		
	Sales	Income before extra-ordinary items (see note below)	Income per share before extra-ordinary items	Sales	Income before extra-ordinary items (see note below)	Income per share before extra-ordinary items
Merchandising	$ 71,515	$1,993	$ .90	$ 57,887	$1,310	$ .61
IEC-Holden Ltd.						
Jelinek Sports Limited						
The Larkin Lumber Company Limited						
Parker's Dye Works & Cleaners Limited						
Light manufacturing and processing	44,064	2,325	1.05	36,821	1,703	.80
Braunoehler Company						
Canada Decalcomania Company Limited						
Canadian Chromalox Company Limited						
Delhi Industries Limited						
Milltronics Limited						
Northern Pigment (1970) Limited						
Richardson, Bond & Wright Limited						
Thermetic Controls Limited						
Other	15,531	12	.01	20,411	41	.02
Arosa Properties Limited						
Dominion Forge Company Limited						
Guelph Engineering Company Limited						
Triad Acceptance Company						
Welmet Industries Limited						
York Telecommunications Limited						
Total	$131,110	$4,330	$1.96	$115,119	$3,054	$1.43

Note — The income before extraordinary items is after deducting the interest of minority shareholders in the income of certain subsidiaries and the allocation of Head Office expenses on the basis of income.

ALLOCATION OF INCOME PER SHARE BEFORE EXTRAORDINARY ITEMS BY CLASS OF BUSINESS FOR THE YEARS 1963 TO 1972 INCLUSIVE

	Total	Merchandising	Light Manufacturing and Processing	Other
1963	$ .46	$(.12)	$ .15	$ .43
1964	.80	(.07)	.19	.68
1965	1.07	.17	.11	.79
1966	1.40	.39	.44	.57
1967	1.04	.48	.10	.46
1968	.51	.38	.25	(.12)
1969	1.25	.57	.54	.14
1970	1.09	.46	.46	.17
1971	1.43	.61	.80	.02
1972	1.96	.90	1.05	.01

Note — For comparative purposes the dividends paid on preference shares in the years 1963-1964 have been ignored in computing the income per share.

CANADIAN CORPORATE MANAGEMENT COMPANY LIMITED

CONSOLIDATED STATEMENT OF SOURCE AND USE OF FUNDS

FOR THE YEAR ENDED DECEMBER 31, 1972
(with 1971 figures for comparison)

	1972	1971
Source of Funds:		
Net income for the year after extraordinary items	$ 4,501,609	$ 3,334,229
Add (deduct) items not requiring an outlay of funds:		
Depreciation and amortization	2,479,584	2,180,541
Equity in income of 50%-owned companies in excess of dividends received	(28,737)	(100,153)
Interest of minority shareholders in income of subsidiary companies	671,742	442,704
Writedown of fixed assets of subsidiary companies to estimated realizable value		575,000
Funds from operations	7,624,198	6,432,321
Net book value of fixed asset disposals including all fixed assets of subsidiaries disposed of in 1972	1,863,515	195,669
Increase in long-term borrowing		1,138,311
Increase in minority interest in subsidiary companies		700,736
Decrease in non-current accounts receivable		144,935
Funds from capital stock issued	833,750	
Total	10,321,463	8,611,972
Use of Funds:		
Purchase of land held for development, less mortgages payable thereon	1,917,393	
Purchase of fixed assets	3,650,033	4,102,550
Dividends	1,332,477	1,413,649
Tax paid on undistributed income	117,752	
Increase in mortgages and other investments	1,922,745	7,479
Decrease in long-term borrowing	346,836	
Decrease in minority interest in subsidiary companies	877,172	
Excess of cost of investments in subsidiary companies over underlying value of net assets	1,509,019	497,398
Total	11,673,427	6,021,076
(Decrease) increase in working capital	(1,351,964)	2,590,896
Working capital at beginning of the year	22,544,940	19,954,044
Working capital at end of the year	$21,192,976	$22,544,940

The accompanying notes are an integral part of the financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 1972.

1. Basis of Consolidation

During the year the company acquired directly or through subsidiary companies, a controlling interest in Arosa Properties Limited, Delhi Industries Limited, Canadian Skate Industries, Frank Mariano & Company, Inc., Thermetic Controls Limited and Triad Acceptance Company and disposed of Welmet Industries Limited and the assets and operations of Napanee Industries (1962) Ltd. The assets and liabilities of the acquisitions are included in the accompanying 1972 consolidated balance sheet. The operating results of the companies acquired and disposed of are included in the consolidated statement of income only for the period during which these companies were subsidiaries.

At December 31, 1971 the company showed as an asset the excess of cost of investments in subsidiary companies over underlying value of net assets (goodwill) acquired during 1971 in the amount of $497,398; all goodwill acquired prior to 1971 had been written off to retained earnings at the time of acquisition. The acquisitions made during 1972 resulted in a further increase in goodwill of $1,509,019. During the current year the company re-established the practice followed prior to 1971 in accounting for goodwill. As a result the goodwill acquired during 1972 has been charged to consolidated retained earnings. The 1971 comparative figures in the accompanying consolidated financial statements have been restated to reflect this method of accounting.

Under agreements pertaining to the acquisition of subsidiaries Canadian Corporate Management Company Limited may be required to pay, depending upon the future earnings of the subsidiaries acquired, additional amounts for goodwill which might aggregate $1,154,000 over a five year period.

2. Inventories

Inventories are stated at the lower of cost or market with cost being determined substantially on a first in, first out basis. The market value of finished goods represents net realizable value and for other inventories represents replacement cost. At December 31, 1972 the inventories are as follows:

Finished goods	$14,857,388
Work in Process	3,275,086
Raw materials	6,194,884
	$24,327,358

3. Land Held for Development

The amount shown in the balance sheet of $1,917,393 represents the cost of land held by Arosa Properties Limited of $8,188,013 less mortgages against the properties amounting to $6,270,620.

4. Fixed Assets

The major categories of fixed assets and related accumulated depreciation and amortization (calculated using substantially the declining-balance method) at December 31, 1972 are as follows:

	Fixed Assets	Accumulated Depreciation and Amortization	Rates
Buildings	$11,007,255	$ 3,458,000	4-10%
Machinery and equipment	21,955,676	15,371,717	20-30%
Leasehold improvements	834,685	524,381	term of lease
	33,797,616	19,354,098	
Land	1,049,754		
	$34,847,370	$19,354,098	

The leasehold improvements of the holding company amounting to $77,230 have been written off as incurred by a charge to operations in 1972.

5. Bank Advances

Bank advances include bank loans of subsidiaires amounting to $3,658,000 which are secured by pledge of assets in the aggregate amount of $5,943,000.

6. Long-term Liabilities

Non-interest-bearing loans not due before January, 1974	$ 159,875
8% mortgage due February 1, 1993, repayable in monthly instalments	416,026
8% notes payable in semi-annual instalments of $49,925 to July 14, 1975	299,550
7½% note payable in annual instalments of $50,000 to December 1976	250,000
7½% note payable in annual instalments of $15,000 to September 1978	90,000
Bank term loans bearing various interest rates from 7% to 8½%, $2,400,000 maturing in 1975 and the balance maturing during the period 1976 to 1978, secured by floating charges and first mortgages on the assets of certain subsidiaries	3,060,000
Government of Canada, non-interest-bearing loan, secured	205,074
	4,480,525
Less due within one year shown as a current liability	326,622
	$4,153,903

7. Capital Stock

The Class "A" convertible common shares and Class "B" convertible common shares are fully voting, full equity shares, are convertible into each other on a one-for-one basis and rank equally with respect to dividends and in all other respects. The only distinction between the two classes of shares is that the directors may in declaring a dividend on the Class "B" shares, specify that the dividend shall be paid out of tax-paid undistributed surplus in which case the company pays a tax of 15% and the shareholder receives the balance of 85% which is not subject to any further income tax in his hands, though the valuation base for capital gains tax purposes will be decreased by the amount received by the Class "B" shareholder.

On November 18, 1971 the Board of Directors granted to officers of the Company (certain of whom are also directors of the Company) options to purchase 72,500 shares of the Company at $11.50 per share. These options were exercised in 1972 thereby increasing the total number of shares issued and fully paid to 2,214,392 shares.

During 1972 the holders of 115,209 Class "A" shares converted their shares into a similar number of Class "B" shares and 93,639 Class "B" shares were converted to Class "A" shares.

8. Extraordinary Items

	1972	1971
Gain on disposal of investments and other assets less income taxes of $45,183 in 1971	$ 83,309	$244,554
Recovery of income taxes as a result of settlements relating to a predecessor company (less income taxes of $89,000 on the interest earned)		543,325
Income tax reduction resulting from utilization of prior years' losses	88,404	92,763
	171,713	880,642
Deduct write-down of underlying assets of subsidiary companies to estimated realizable value less estimated income tax reduction of $425,000		600,000
	$171,713	$280,642

9. Remuneration of Directors and Officers

As defined in the Ontario Securities Act totalled $472,170.

As defined in the Canada Corporation Act —

(a) The Company's twelve directors received aggregate remuneration as directors of the company of $13,500.

(b) The Company's nine officers received aggregate remuneration as officers of the company of $384,496.

Seven of the Company's officers were also directors.

In addition, a director of the company received aggregate remuneration of $177,110 in his capacity as an officer of a subsidiary.

10. Pension Fund

At December 31, 1972 the unfunded past service costs of employees' pension plans amounted to $1,425,000 actuarially estimated. This amount will be charged to operations over a seventeen year period.

11. Long-Term Leases

As at December 31, 1972 the company and its subsidiaries have commitments under long-term lease agreements extending for various periods up to 1985.

The current annual rental payments under these leases approximate $550,000.

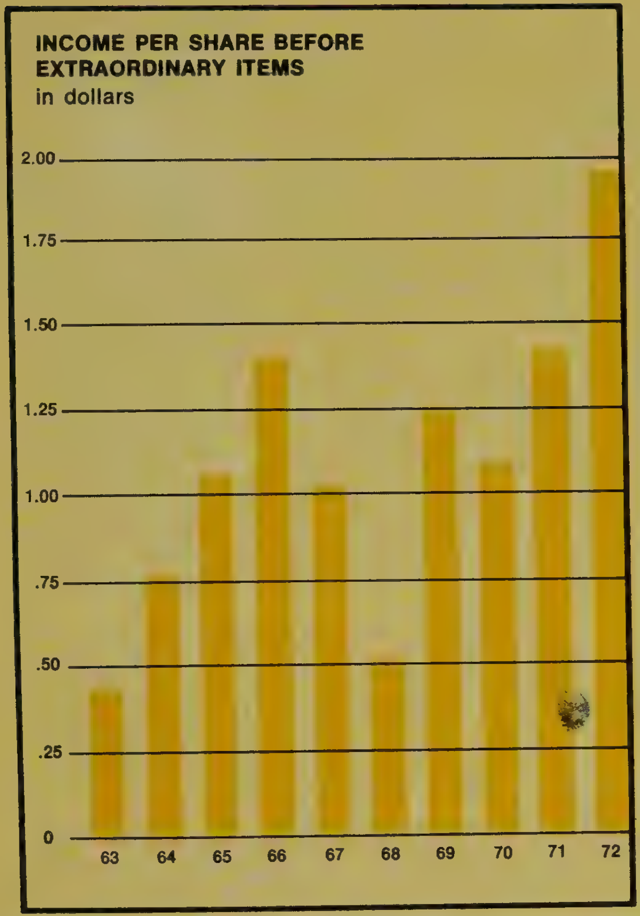
12. Foreign Exchange

Foreign currencies have been translated to Canadian dollars as follows: income and expenses at average exchange rates during the year; non-current assets and non-current liabilities at historical rates; current assets and current liabilities at rates in effect at the year end.

13. Contingent Liabilities

At December 31, 1972 subsidiary companies were contingently liable for $860,000 in respect of customers' notes discounted, letters of credit and a forgiveable loan from the Ontario Development Corporation.

14. Certain 1971 figures in the financial statements have been reclassified to conform with the 1972 presentation.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EXTRAORDINARY ITEMS
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.50
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65
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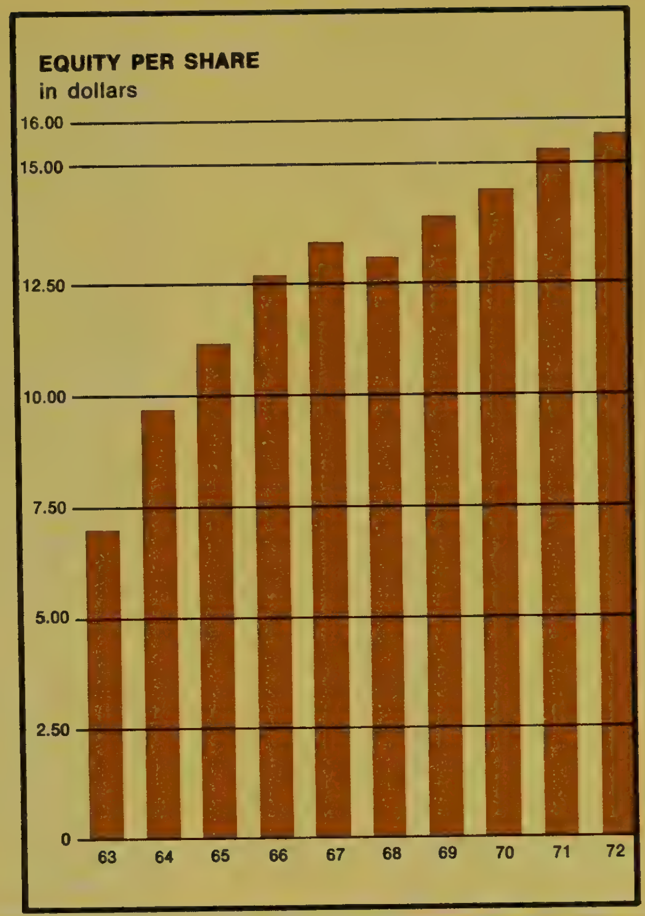
70
71
72


EQUITY PER SHARE
in dollars
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15.00
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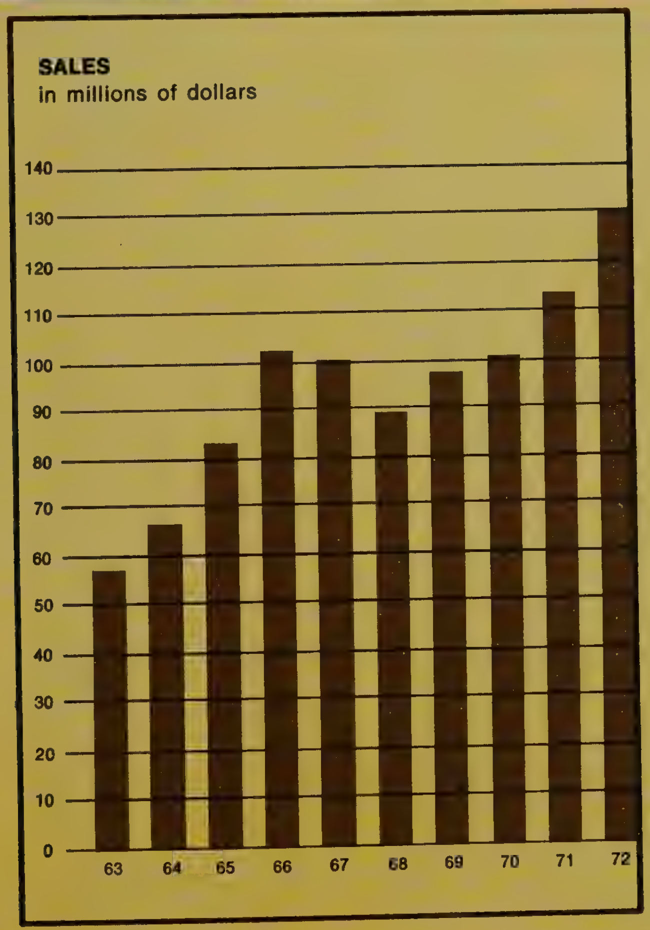
SALES
in millions of dollars
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130
120
110
100
90
80
70
60
50
40
30
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10
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63
64
65
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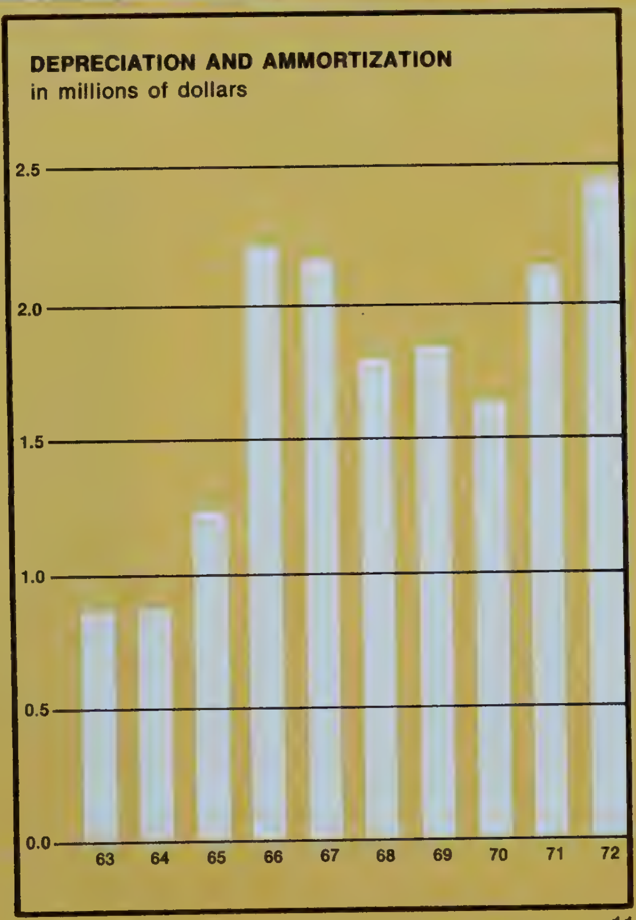
DEPRECIATION AND AMMORTIZATION
in millions of dollars
2.5
2.0
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1.0
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63
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69
70
71
72

The Larkin Lumber Company Limited

L. W. Larkin, President

The Larkin Lumber Company Limited continues to hold a dominant position in the building supply field in Ontario, through its operating subsidiaries, Canada Cashway Lumber, Penn Building Centres, Peterborough Lumber, Burnel Graham and Cashway North. New outlets were opened in 1972 in Pembroke, Orangeville, Lindsay, Brantford and Bancroft bringing to 40 the total number of retail distribution centres in the Province. Existing retail outlets were modernized and additional warehouse facilities added. Product lines were expanded with added emphasis on interior products in addition to traditional forest product lines. Peterborough Lumber had a very active year in cottage and home building and land development as well as participating in the expanded retail market for building supplies.

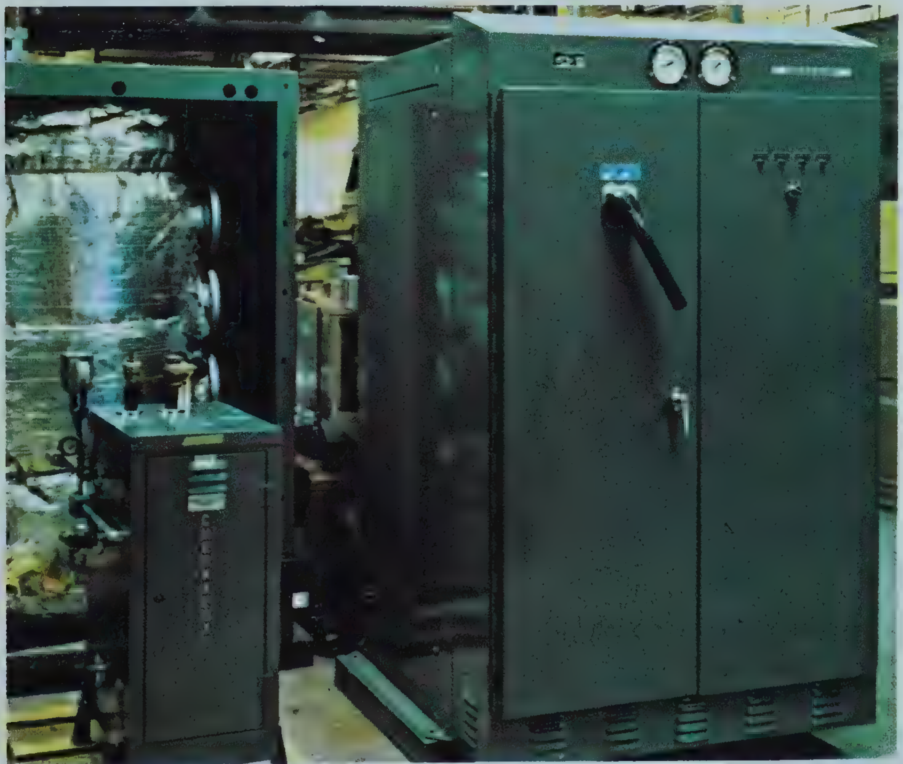
A division, Redifit Wood Specialties, a mill work manufacturing company in Ajax, Ontario, operated at capacity during 1972, supplying the retail outlets with a substantial portion of their window and door requirements. Similarly, Peterborough Lumber's mill work plant supplies kitchen cabinets to the branches.

The Canadian Chromalox Company, Limited

Z. D. Simo, President

The Home of Canadian Chromalox is a modern plant at 210 Rexdale Blvd., in Toronto. The two subsidiaries — Heron Cable Industries is located in Kitchener and Glengarry Industries is in Preston.

The Chromalox packaged heating, cooling and ventilating unit (CAM II) has been extremely well accepted in both the Canadian and Export market where total comfort conditioning is required in hotels, offices, hospitals, nursing homes, apartments, etc.



Compact Chromalox electric boilers are a clean, safe and efficient means of producing heat for a wide variety of commercial and industrial applications.

The Canadian Chromalox Company Limited is the leading manufacturer in Canada of electric heating equipment for commercial, industrial and residential markets. In the industrial field the company services virtually every industry requiring controlled heating for processing purposes and it is a major supplier to the appliance industry of surface and bake and broil elements for electric ranges and heating units for dishwashers.

In the commercial and residential fields the company manufactures a complete range of electric heating and cooling products including electric furnaces, baseboard heaters, heating and air conditioning wall units, electrostatic air cleaners and heating cable for radiant heating and snow melting purposes. In addition, through associated and subsidiary companies, Delhi Industries, Glengarry Industries, Heron Cable and National Wire, it co-operates in the manufacture and distribution of components and other products essential to the electric heating and cooling industry.

Distribution in Canada is from its head office and main plant in Rexdale, Ontario, with sales offices and branch locations across Canada. It also supplies its products to the United Kingdom and the European market through Bray Chromalox in England, a company in which it holds a fifty percent interest.

Richardson, Bond & Wright Limited

C. G. Fleming, President

This company maintains one of the most modern lithographing, printing and book binding plants in Canada at Owen Sound, Ontario. Its operations were moved in 1971 to a new plant on 33 acres within the city's industrial area. With five acres under one roof, it offers a complete commercial printing and book manufacturing service including the initial art work, type-setting, plate-making, printing, binding and when necessary, mailing.

At the time of the move, the latest high speed equipment was added to provide not only maximum quality and efficiency but to permit the handling of additional business in all phases of the printing field.

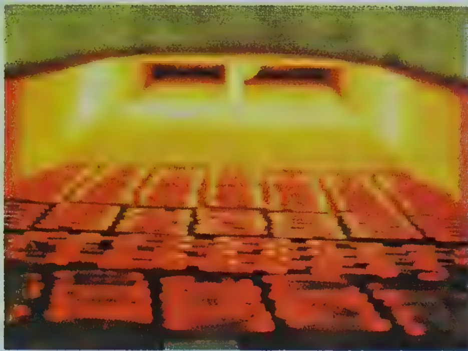
Richardson, Bond & Wright is proud of the skilled and highly trained work force which ensures that the company will remain in the forefront of the Canadian industry.

Parker's Dye Works & Cleaners Limited

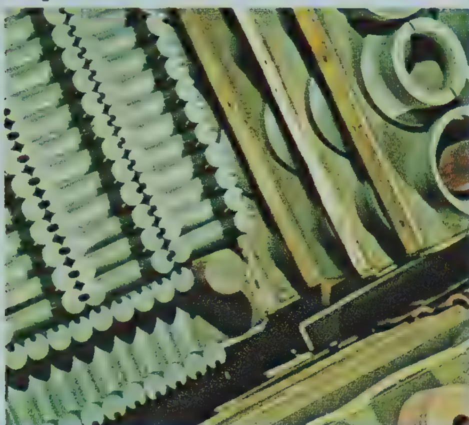
R. R. McGillivray, Vice-President and General Manager

Parker's Dye Works & Cleaners have been servicing Toronto in quality dry cleaning for over 96 years. It operates 26 modern fast service stores in the metropolitan area with a number located in new shopping malls. These outlets normally provide same day service but can give one-hour service if required. The company also provides home pick-up and delivery service for laundry and dry cleaning and its central operations are located in a modern fully equipped dry cleaning plant.

In addition to a picture of a fast service store are shown one of the first electric trucks to appear on Toronto streets — this was in the year 1899 — and a picture of today's delivery vans.



Firing Process of Ferrite Parts.



Completed ferrite parts for electronic industry.

Exterior Brick Wall using coloured mortar line.

Northern Pigment (1970) Limited

R. F. Taylor, Vice-President and General Manager

This company produces synthetic iron oxide, a product which has a number of varied uses in industry today. Originally it was converted into a pigment, used as a colouring agent in the manufacture of such products as paint, rubber products, concrete bricks, flooring tiles, and roofing granules.

More recently synthetic iron oxide was developed for use in the manufacture of ferrite magnetic components which are essential elements in a wide variety of products including radio and television sets, small electric motors, home appliances, computers, etc.

Other uses for iron oxide are being developed by the company.

The company serves both the domestic and export markets and its products are distributed in Canada, the U.S.A. and many European countries.

Jelinek Sports Limited

F. V. Jelinek, President

Jelinek Sports Limited, both directly and through its subsidiaries, imports, manufactures and distributes a wide range of quality sporting goods. The company was established in 1959 and has expanded rapidly since that date. Since its association with Canadian Corporate Management the company has acquired the operations of Canadian Skate Industries, manufacturers of hockey and figure skates and of Frank Mariano Company, importers of top quality skis and skiing equipment.

Major lines include, besides skates and skis, a full range of equipment in the fields of hockey, tennis, badminton, baseball, basketball, soccer, track and field and allied sports. The retail trade receives efficient deliveries from a modern warehouse and administrative office in Oakville, Ontario and expansion plans have been established to take advantage of the large leisure market.

Canada Decalcomania Company Limited

R. C. Broad, President

Canada Decalcomania Company Limited is the oldest and largest designer and producer of decalcomania transfers, pressure sensitive products and labels in Canada.

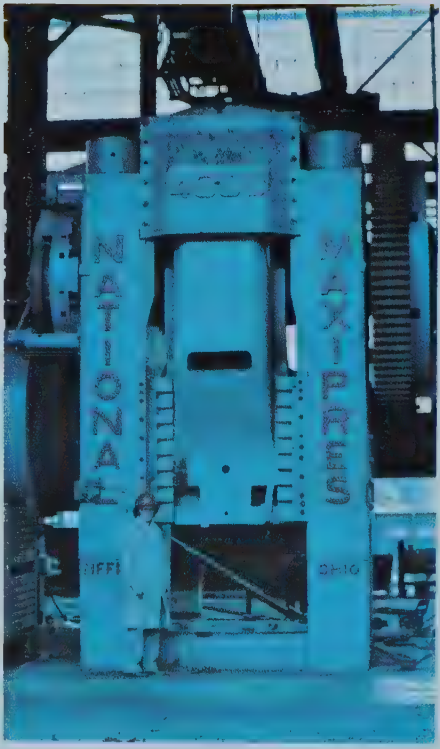
The company specializes in decals for product identification, point of purchase advertising, and truck identification. The addition of a comprehensive consumer goods line and a complete range of seals, tags, and pressure sensitive labels, completes their broad range of products and establishes their reputation as marking specialists.

Canada Decal has two wholly owned subsidiaries in England—Decorettes Limited, a sales organization and Eagle Transfers Limited, a company which occupies the leading position in the manufacture of industrial and consumer goods decals in Great Britain.

Dominion Forge Company Limited

J. P. Halada, President

Dominion Forge Company Limited, founded in 1910 to serve the automotive industry, now supplies virtually every major company in North America that has a need for forgings. With a wide range of modern equipment and testing facilities that is constantly updated, the company produces a great variety of closed die forgings in steel, stainless steel and high temperature alloys. The company's major customer is the automotive industry but markets also include railway car builders and manufacturers of equipment for the petro-chemical, mining, agricultural, and construction industries. In 1963 Dominion Forge added the cold extrusion process to its hot forge facilities and is planning to expand this operation.



4,000 ton forging press installed in 1972 as part of a forging complex to produce forgings of closer tolerance.

Skilled forging crew operating 15,000 pound steam hammer.

A 2,500 ton "Sack and Kiesselbach" Hydraulic Press. Performs special hydraulic hobbing — coining — straightening and calibrating operations.

IEC. Holden Ltd.

C. W. Smith, President

This company is engaged in the sale of equipment to the Canadian railways as well as servicing the industrial field with a wide and diversified range of products. Railway products include side frames and bolsters, side control package units, roller bearings, nailable steel flooring, damage free bulkheads, electric coils for diesel engines, etc. In the industrial field the company sells material handling equipment, pneumatic production and maintenance power tools, gas and diesel truck engines and other miscellaneous products and distributes pipe valves and fittings to the oil and gas industries. With head office, manufacturing and service facilities in Montreal and sales offices across Canada, IEC-Holden is a national distributing organization.

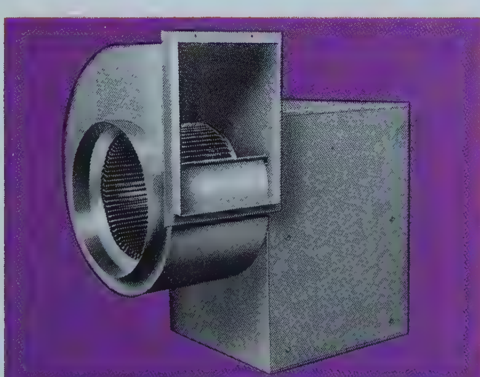
Semi portable vehicle scale, with a 35′ x 10′ platform complete with 3 main lever sections rated at 30 tons per section.

Damage free bulkhead for installation in railway box cars.

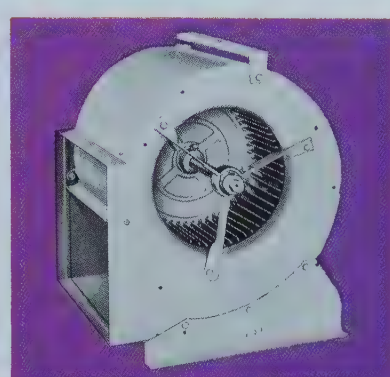
Delhi Industries Ltd.

Gordon McClatchie, President

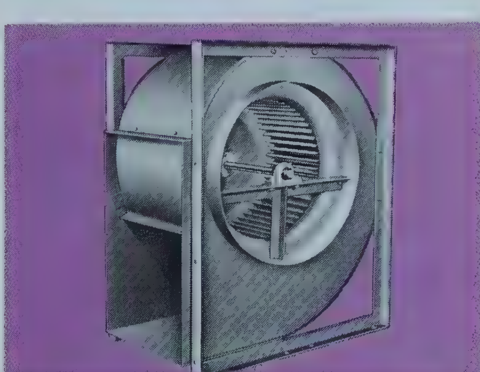
Delhi Industries Ltd., established in 1939, is the only wholly owned Canadian Company supplying centrifugal blowers to the forced warm air heating and air conditioning industry. A variety of air moving products for the heating, cooling and ventilating industry are distributed nationally and are exported to Australia, England, Holland and Norway. There are many and varied applications for its blowers and exhausters in the ventilation systems of commercial buildings and industrial plants and Delhi has been in the forefront of the industry in developing and improving products to meet the needs of its customers. The company is also Canada's largest manufacturer of manifolds for gas furnaces, boilers, unit heaters and domestic and commercial cooking ranges.



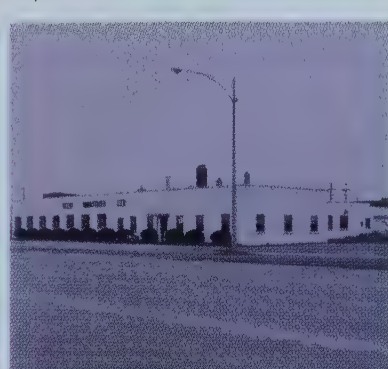
Utility Blowers 300 - 15,000 C.F.M. Capacities



Double inlet Blowers 200 - 20,000 C.F.M. Capacities



Single Inlet Exhausters 200 - 15,000 C.F.M. Capacities



Delhi plant & offices.

Milltronics Limited

J. P. Gemmell, Vice-President and General Manager

Milltronics designs, engineers and manufactures sophisticated electronic control systems including many types of electrical and pneumatic control panels, cabinets and consoles for the various process industries. In addition the company markets a range of products used by industry in measuring power, speed, motion and temperature. Examples of these products, many of which are manufactured by the company, are ultrasonic level measuring devices, in-line impact flowmeters, and corona discharge treaters.

The company's design and engineering skills are supported by modern manufacturing facilities for the production of electronic devices, printed circuit boards, wire harness and other sub-assemblies for electronic controls.

The Guelph Engineering Company Limited

J. R. Gauch, Vice-President and General Manager

For 25 years The Guelph Engineering Company Limited has enjoyed an excellent reputation as a leading manufacturer of valves for the oil and chemical processing industries and in recent years it has expanded its products to include valves for nuclear plants. The rapid developments which are taking place in these fields have required major adjustments in the valve market and Guelph Engineering has reorganized its product lines to meet them. It has designed a cast, through-conduit pipeline valve which has been well accepted by pipeline companies and has redesigned other valves with particular reference to the requirements of the nuclear valve market. It plans to expand sales in Canada and the United States and enter the European market through a joint venture.

H.E.P.C. of Ontario heavy water plant at Douglas Point using Guelph Engineering nuclear class valves.

One of the 20 inch through conduit valves sold to an oil transmission pipeline company in Western Canada.


Service shop.

Two way radio equipped redi-mix truck.


Service operations vehicle.


Communications equipment leased and sold.

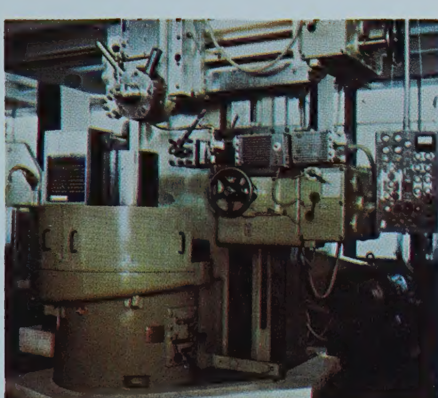
York Telecommunications Limited

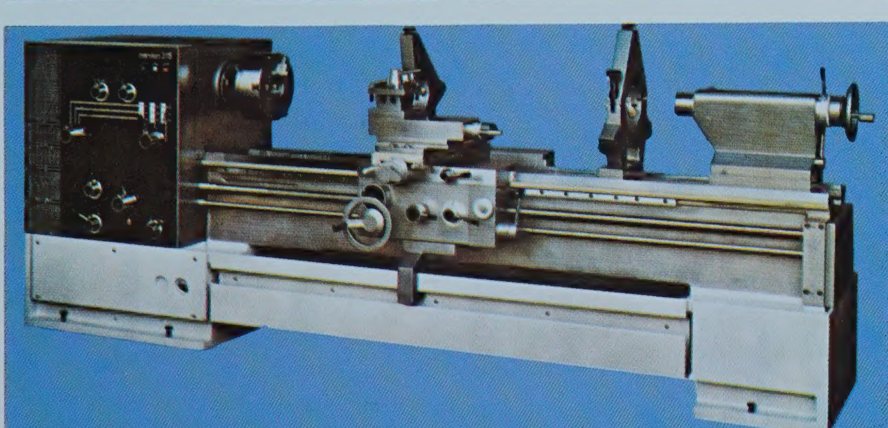
E. S. Cockle, General Manager

York Telecom leases and sells two-way radio communication systems to a wide range of users in Metropolitan Toronto and adjacent areas.

High quality voice transmission and wide area coverage are achieved through the use of a number of VHF and UHF FM radio channels assigned by the Department of Communications and utilizing strategically located sites.

Typical customers are redi-mix concrete fleets, transportation companies, security organizations and a multitude of service industries.





Triad Acceptance Company

R. C. Fisher, General Manager

Triad Acceptance was acquired in 1972 to take advantage of the growth potential of the finance and leasing markets. Its major activity has been the financing of sales contracts of industrial equipment but it is expanding into the leasing field. It does not operate in the small loan or appliance or automobile markets.

Arosa Properties Limited

E. C. LaBerge, President

In 1972 Canadian Corporate Management entered the field of real estate development in a joint venture with partners widely experienced in the business. The company has acquired lands for residential, commercial and industrial development in a number of cities and townships in Southern Ontario. Its plans include the purchase and development of properties, the sale of lots, and the erection and sale of residences and commercial and industrial buildings.

Model of a development near Hamilton, Ontario, as proposed by Arosa Properties Limited

Thermetic Controls Limited

W. G. Rea, President

This company was formed to design and produce electrical controls for household appliances and equipment. Its main product line is temperature sensitive linear cutouts and it plans to expand its output with a number of products which are presently in the development stage. The expertise is available to design any device required in the field of electric-mechanical controls.

The Braunoehler Company

Fred Braunoehler, President

This company designs, engineers, and manufactures photographic and cinematographic processing equipment used to develop and print photographic and motion picture films. It also distributes "language labs" imported from Germany which are sold to schools, universities, government offices, etc.

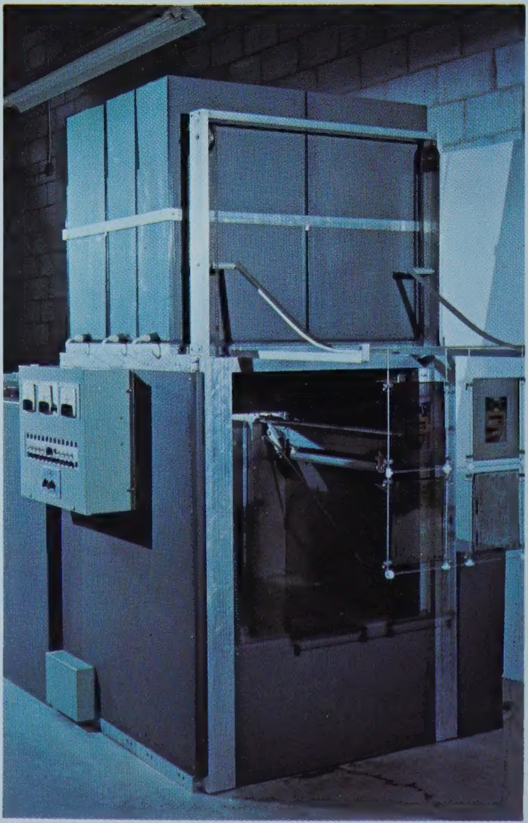
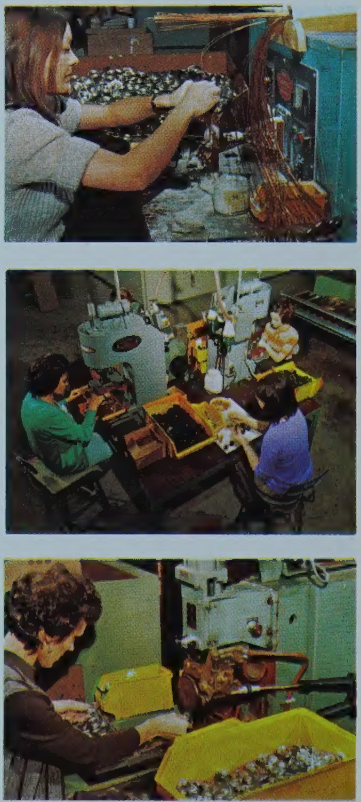


Plate developing machine. Braunoehler Company



Thermetic Controls.

Canadian
Corporate
Management
Company
Limited
1972